

South Region Homeland Security Strategy

Purpose The South Region Homeland Security Strategy provides direction for enhancing regional capability and capacity to: prevent terrorist attacks within the Region; reduce the Region's vulnerability to terrorism and all other critical hazards; minimize the damage and recover from terrorism and all other critical hazards that affect the safety, well-being, and economic security of the citizens and residents of the Region.

The South Region Homeland Security Strategy draws guiding principles and objectives from *Securing Arizona, A Roadmap for Arizona Homeland Security*. *Securing Arizona* published by Governor Napolitano and the State Homeland Security Strategy (SHSS) published by the Arizona Office of Homeland Security and the National Initiatives and Guidelines of the Federal Department of Homeland Security.

Regional Goals

- Support national state and tribal strategy for securing the international border
- Bolster regional response and recovery capabilities and protect emergency responders
- Provide for regional interoperability and support
- Enhance and maintain regional assessment and detection capabilities
- Create and/or support regional secure intelligence and information sharing systems and networks

Objectives Objectives support the Regional goals, address threat and vulnerability and work towards enhancing capabilities. Implementation steps outline the necessary course of action to meet the objectives.

- Support first responder achievement of the Regional baseline capability
- Improve and enhance local, Regional and State communication interoperability employing standardized and interoperable state of the art equipment and protocols.
- Improve and enhance interoperability of all regional equipment assets and protocols.
- Foster and support regional collaboration.
- Incorporate private sector.
- Develop and improve regional plans and procedures.
- Improve awareness and security on Interstate 19, 10, and other primary roads leading from border ports and railways.
- Improve awareness and security on the Colorado River and the border.
- Integrate into a coordinated federal/state/regional/local system for the collection, analysis and dissemination of intelligence and information.
- Use emerging technologies and expertise.
- Enhance training for prevention of, response to and recovery from terrorism.
- Support exercises that advance state and regional strategies.
- Implement federal and state standards for hardening public and private key assets and critical infrastructure, including dams, power, water, communications and computers.

Capabilities In anticipation of upcoming Federal Guidelines that will both provide for the identification of tiered local capability through an assessment process and the use of this assessment for future funding considerations, the South Region will apply the Federally identified capabilities. Under the 10 principle capabilities the South Region will identify its current priorities for developing Regional capabilities.

- **Prevention/Intelligence**
 1. Critical Infrastructure and Risk Management
 2. Information Collection and Threat Recognition
 3. Information Sharing and Collaboration Capability
 4. Intelligence Fusion Analysis Capability
- **Agriculture and Food**
 1. Animal Health Emergency Support
 2. Food and Agriculture
- **Incident Management**
 1. All Hazards Planning
 2. Emergency Operations Center
 3. Emergency Response Communications
 4. On-site Incident Management
 5. Hazard Vulnerability Analysis
- **Incident Response**
 1. Firefighting Operations
 2. Explosive Device Detection and Response Operations
 3. HAZMAT
 4. Urban Search and Rescue
 5. Water Search and Rescue
- **Public Protection**
 1. Emergency Evacuation
 2. Public Safety and Security Response
- **Criminal Investigation**
 1. Criminal Investigation and Intervention
- **Mass Care**
 1. Mass Care
 2. Volunteer Management and Donations
- **Public Health and Medical**
 1. Pre-Hospital Triage and Treatment
 2. Public Health Epidemiology Testing & Investigation
 3. Medical Surge
 4. Worker Health and Safety
 5. Mass Prophylaxis and Vaccination
 6. Isolation and Quarantine
 7. Medical Logistics and Distribution
 8. Environmental Health and Vector Control
- **Public Information**
 1. Emergency Public Education
 2. Emergency Public Information
- **Recovery**
 1. Disaster Mortuary Services
 2. Restoration of Lifelines
 3. Economic Stabilization and Community Recovery

Federal Initiatives

National Incident Management System (NIMS) – provides a consistent nationwide approach for federal, state, territorial, tribal and local governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents, regardless of cause, size or complexity.

The Region in recognition of this initiative will support only projects proposed and recommended for approval that comply with all State and/or Federal guidelines related to the implementation of the NIMS system.

HSPD-8 Implementation / Preventing and Preparing for Terrorist Attacks involving Improvised Exploding Devices (IEDs) – IEDs pose a threat of great concern to the State, Regions, tribes and local jurisdictions across Arizona. IEDs have historically been the terrorist weapon of choice.

The Region in recognition of this initiative will support with a special emphasis projects proposed and recommended for approval that comply with this initiative.

Achieving Tactical Interoperable Communications – Inadequate and unreliable wireless communications have plagued public safety organizations for decades. These issues exist throughout the Region and in accordance with State and Federal Strategies will receive special emphasis.

National Response Plan (NRP) – as part of the NRP implementation, the Region will encourage tribes and local jurisdictions to assist in this process and will give special emphasis to projects that assist in the implementation of this process.

National Preparedness – Homeland Security Presidential Directive-8 (HSPD-8) establishes policies to strengthen the preparedness of the US to prevent and respond to threatened or actual domestic terrorist attacks, major disasters and other emergencies by requiring a National Preparedness goal.

The Region recognized the importance of preparedness and will place a special emphasis on projects that assist in the implementation of this initiative.

Institutionalizing Awareness Training – It is recognized that awareness-level training for CBRNE incidents by first responders should be standardized and made available but not limited to the traditional first responder community. The Region recognizes the need for this training and will place special emphasis on projects that embrace this awareness training.

Catastrophic Incident Planning – in the revised NRP, catastrophic incident planning is a priority. The Region recognizes the importance of this and will place a special emphasis on projects that assist in the implementation of planning for this initiative.

Public Awareness and Citizen Participation – Citizens are a critical component of the homeland security effort. To have a fully prepared community, citizens must be aware, trained and practiced on how to detect, deter, prepare for and respond

to emergency situations. The Region recognizes the need for this participation and will place special emphasis on projects that embrace this participation.

Regional Strategy

The South Region Advisory Council having considered the above has determined that the following areas of strategy will be the most important in developing the regional concept.

- **Personal Protective Equipment (PPE)** – The Region in agreement with the State believes that all first responders should be provided with PPE to Level “C” CBRNE compliant equipment. The Region will support projects, which involve meeting this PPE requirement. The Region further defines this strategy to include the following:
 1. That in meeting this requirement, funding will be to ensure that **existing** first responders meet this requirement. A request for this equipment for future hires, sustainment/maintenance replacements or a spare set(s) is considered the requester’s responsibility and should be provided in their regular budgetary process.
 2. That requests for higher level or specialized items will be considered on a case-by-case basis. Those requesting such equipment must be prepared to provide evidence that their personnel and program is prepared to support and sustain their request.
 3. It is a fact that technology and/or standards are continually evolving. This process creates what is defined as legacy equipment. The Region further recognizes that at times due to the requester’s particular mission and/or operational status it may be important to rapidly meet these changes. Requesters may request consideration for assistance in complying with these changes but will be required to present justification and a plan on completing their request.
 4. The Region is a strategic unit, as such it does not have the authority to dictate to the requester operational items, training, maintenance, sustainment or compliance with other Federal /State requirements i.e. OSHA, etc. The requester is solely responsible for items such as these.
- **Planning** – The key is in the plan. The Region believes that all tribes and local jurisdictions within the region must have current, effective and tested all hazards emergency operations plans. These plans should be designed but not limited to interfacing with the National Response Plan, the State Response Plan and County Response Plan. It must be NIMS compliant and should include but not limited to special terrorism issues such as interoperable communications issues, catastrophic incident planning, IED incidents and other terrorism issues identified for the specific jurisdiction. The Region will support the tribes and local jurisdictions in meeting this baseline capability.
- **Border Issues** – The South Region has a unique situation in that its entire South border unlike the rest of the State’s borders is adjacent to another Country. This uniqueness creates a myriad of problems and

3/31/2005

issues, which include but are not limited to political, language and culture. In addition, incidents that take place south of the border can directly impact the Region and possibly the State, as well as be the gateway for those who would wish to do harm to Arizona and the Country. The Region will support tribal and local jurisdictions in projects that will address this important concern.

- **Tribal Nation Issues** – The Region also includes four federally recognized Tribal Nations. The Region recognizes the Tribal Nations sovereignty and unique issues. This uniqueness creates a myriad of problems and issues, which include but are not limited to political, language and culture. The Region in addition to its overall strategy will encourage and support projects, which improve or enhance regional participation between the Nations and the Region.
- **Interoperable Communications** – This area has been a concern for many decades by the first responder community. The Region will support the tribes, local jurisdictions, State and Federal responders to ensure that first responders will have the tactical capabilities to communicate at and from the scene of an incident with all entities involved. (A separate Strategy for this item has been created)
- **Interoperability for Equipment and Protocol** – In a regional approach it is essential that responders' equipment and protocol be interoperable. The Region further recognizes that it does not have the authority or the desire to dictate standards or a specific brand to purchase. It does have the authority to recommend that all requesters using these funds, be prepared to support their purchases or expenditures in the field in an environment other than their own. An example of this would be Self Contained Breathing Apparatus (SCBA). Requesters using funded SCBA's should be prepared to ensure that they respond with the necessary fittings etc. to be able to refill their SCBAs from a foreign cascade system.
- **Bolster Regional Response and Recovery Capabilities** – The Region will continue to support projects to bolster these capabilities, which have a regional impact. A special emphasis will be placed on projects that provide or enhance unique resources, which will have a significant impact on the Region's ability to respond to an all hazards scenario. In addition, the Region recognizes that geographic issues or special hazards may create a need for replication of certain unique resources or baseline capabilities because of the timeliness of response for resources from outside of that specific area.
- **Training & Exercise** – It is essential that all first responders receive a minimum of the CBRNE Awareness level training and have appropriate opportunities to exercise their training. In addition, those units with higher-level responsibilities for detection, response and recovery need to be encouraged to identify and attend appropriate training to enhance their skills and provide for maximum efficiency in their responsibilities. In addition, it is recognized that private citizens and volunteers can and will play an important role in potential detection, response and recovery from an event. These individuals should have the opportunity to receive training through such programs as Citizen's Corp, Volunteer Organizations active in Disaster (VOAD) and other venues through

tribes and local jurisdictions. The Region will support tribal and local jurisdictions in meeting these minimum baseline capabilities.

- **Intelligence, Detection, Prevention and Interdiction** – Unlike natural or accidental incidents, terrorism incidents are of such a nature that they can be prevented before taking place. For such interdiction, a robust Intelligence, Detection and Prevention program is essential. This program involves law enforcement, private citizen awareness and the intelligence community at all levels to recognize and report potential elements of a brewing incident. For an effective program it requires excellent communications from both a bottom up and a top down perspective. The Region will assist all tribes and local jurisdictions in gaining adequate training in awareness, detection, and the mechanism of communicating, that which is identified, to the appropriate intelligence gathering community. The Region will support tribal and local jurisdictions in developing this capability.
- **Other Projects** – The Region is aware that there are far more needs in a multitude of areas of capability than there are funds available. The Region will evaluate all projects that are submitted and that meet Federal Guidelines for funding for the appropriate grant period. These projects will be considered based on regional/state impact and available funding.

Process

Risk, Vulnerability and Threat Assessment – the Region will support the State as it conducts an independent and standardized threat and vulnerability based risk assessment that will be implemented throughout the state in order to assess reliable data on potential threat elements and vulnerable key assets and critical infrastructure. The Region will use as this tool to review and update the regional strategy.

Capability Assessment – The Region will annually use a thorough evaluation of existing capabilities to detect and prevent threat, protect infrastructure and to respond and recover from an emergency or disaster to identify shortfalls that need to be addressed in the Region Strategy.

Implementation Plan – The Region will review projects submitted by tribal and local jurisdictions of the Region against the Federal, State and Regional Strategies. The Region will then prioritize and recommend projects to the Director of the Arizona Office of Homeland Security for funding from Federal Homeland Security.